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ABSTRACT

The standards presented here, a revision of the standards published in 1975, are intended to serve as uniform, national criteria by which public agencies can develop and assess the adequacy of their foster family services system. Major changes from the earlier standards include reduction of the number of standards, combination of the basic and goal standards to formulate a single standard, development of additional standards, adoption of new terminology, and publication of a separate users' guide. Aspects addressed in the standards are: (1) comprehensive legal base, (2) administration and service support system, (3) planning and review of the foster family services system, (4) staff, (5) prevention of a placement, (6) rights of foster children, their parents, and foster parents, (7) service planning and case review, (8) preplacement, placement, and postplacement services, (9) purchase of services, (10) standards development and licensing, (11) recruitment, selection, and development of foster families, (12) community development, (13) citizen participation, (14) program manual and guide materials, and (15) information systems and case recording. A glossary, usage guide, and cross reference guide are also included. (JMB)

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Standards for Foster Family Services Systems

for public agencies

PS 011260

Prepared for

Children's Bureau
Administration for Children,
Youth, and Families

**Department of
Health, Education, and Welfare**

by the

American Public Welfare Association

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PREFACE

At the end of March 1977, over half a million children in this country were living in foster care. Over 100,000 of these children had been there for at least six years. For a substantial number, placements had been made with several different families, accompanied by multiple adjustments and discontinuity of attachments. The caseworkers assigned were likely to have no specialized training in social work and little experience in the complexities of working with families and children at risk of separation. With this picture of the foster care system in America, the need for standards is critical.

This new edition will encourage public agencies to take a close look at their programs and assess them in light of these guidelines. While they are not mandatory, the Standards represent the best in current thinking about children's rights to a stable, permanent home, and point out ways for state and local agencies to act in the best interest of the children when foster care becomes a possibility.

At some point in the future when foster care programs have reached the standards of quality that this book describes, we in the Children's Bureau hope that foster care can be viewed as a family support rather than as a penalty for child neglect or inability to cope with the difficulties of raising children in a stressful world. While inappropriate and unnecessary placements will always be actions to avoid, foster care in its best sense may be offered for temporary periods--quality services provided by skilled and experienced caseworkers and foster parents according to a service plan made with the involvement of the child's family, foster family, and child.

Until this point is reached, we must all work together to improve and enrich the programs we now operate. I hope that the Standards for Foster Family Service Systems will be a major resource in these efforts.

Frank Ferro
Associate Chief
Children's Bureau

INTRODUCTION

The American Public Welfare Association's (APWA) first set of Standards for Foster Family Services Systems was published in 1975. The impetus for development of the Standards came from recognition in the professional field of the great need for some uniform, national criteria by which public agencies could develop and assess the adequacy of their foster family services systems.

As early as 1971, activities were already underway in the Children's Bureau which laid the groundwork for APWA's publication of the original Standards. A committee of individuals affiliated with child welfare agencies at all levels of government and the private sector was appointed in 1971 to advise the Department of Health, Education, and Welfare (HEW) how it might best approach the development of such standards. As a result of the committee's actions, a National Task Force on Federal Standards for Foster Family Services was chosen to advise APWA in developing the Standards. This task force was comprised of many skilled and knowledgeable practitioners, public and private child welfare agency administrators, foster parents, and others involved with foster family services. These persons contributed to the initial content of the Standards and reviewed all drafts preceding and leading up to the final document.

The 1975 Standards represent the first attempt to develop standards for the operation of public foster family services agencies. In the three years which have elapsed since their publication, they have served the public sector well as agencies have sought to improve the quality and variety of services they provide.

Standards in any professional field represent a collective judgment about "good practice," and good practices continually change. It therefore came as no surprise to APWA and the Children's Bureau when application of the Standards and progressive changes in the foster care field revealed that the Standards might be revised to increase the value of a document which had already proven its value.

The revised standards that are presented here were developed over the course of a year using a process similar to that used to develop the initial standards. Many knowledgeable persons who had used the 1975 standards and who have a commitment to progressive foster family services programs contributed to the revisions, as members of the standards revision task force or as reviewers. Throughout the process of revision, APWA and the Children's Bureau, in conjunction with the task force and the reviewers, strived both to preserve the best of the original standards and to incorporate new knowledge and practices which have emerged and been proven since the publication of the 1975 Standards.

Several major changes have been made in organizing and writing the revised standards:

- The number of standards has been reduced from 20 to 15 through consolidation and reorganization of some of the original materials.

- The basic and goal standards presented in 1975 have been combined to formulate a single standard that can be used as a guide to good practice.

- Several new or substantively revised standards have been developed, notably Standard II--Administration and Service Support System and portions of Standard VII--Service Planning and Case Review.

- Several new terms have been adopted to recognize the variety of administrative structures under which a state's foster family services program may operate. The terms responsible state agency, operating agency, and licensing agency denote the administrative entities within each state which are responsible for carrying out various functions associated with administration of a foster family services program. These terms are identified in Standard I--Comprehensive Legal Base and defined fully in the glossary. An understanding of their use is essential for proper interpretation and application of the standards.

- A Users' Guide has been prepared and published separately to assist agencies in using the standards as a self-assessment tool.

Since 1975, when the Standards were published, APWA and the Children's Bureau have found that the standards can be used in a number of ways:

- As criteria to assess the performance of a public foster family services system.

- As a guide for the development of new programs and the improvement of existing programs.

- As a basis upon which to develop regulations, program and licensing standards, and manual materials.

The Association believes that the revised standards can be used for these same purposes.

APWA is pleased to present the revised Standards and hopes that they will contribute to the development of public foster family services that can meet the needs of children and families whose circumstances require the provision of foster care.

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I. COMPREHENSIVE LEGAL BASE

Each state's statutes shall provide a single integrated legal base to promote and protect the welfare of children and their families in need of foster family services.

Assignment of Responsibility

1. The legal base shall designate the state agency which shall be responsible for setting program standards for the operation of the foster family services program (hereafter referred to as the responsible state agency).

2. The legal base shall comprehensively define the rights, powers and responsibilities of the responsible state agency; and, in a state where the foster family services program may be operated by administrative entities other than the responsible state agency, such as counties or cities, the legal base shall define the extent of the responsible state agency's authority to supervise the foster family services program. (Hereafter the agency or agencies with statutory responsibility for direct provision of foster family services are referred to as the operating agency.)

3. The legal base shall designate the state agency which shall be responsible for setting standards for licensure of private agencies and individuals that provide foster family services or care (hereafter referred to as the licensing agency).

4. The legal base shall comprehensively define the rights, powers, and responsibilities of the licensing agency; and, in a state where private agency and individual foster family services providers may be licensed by administrative entities other than the licensing agency, such as county or city operating agencies, the legal base shall define the extent of the licensing agency's authority to ensure that providers are licensed in accord with established licensing standards.

Extent of Agency Authority

1. The legal base shall provide the operating agency with the authority to negotiate and authorize purchase of service contracts or agreements with licensed foster family services providers.

2. The legal base shall provide the operating agency with the authority to accept a child for placement who has been voluntarily placed by his parents or legal guardian on a temporary basis, or who has been committed by the court.

3. The legal base shall provide the operating agency with the authority to initiate proceedings to involuntarily terminate the rights of a child's biological or legal parents under conditions specified by statute.

4. The legal base may permit a child's legal or biological parents to voluntarily relinquish their parental rights to a child. If the legal base permits voluntary relinquishments, it shall specify the process that must be followed to accomplish this objective and shall provide safeguards to ensure that the parents have freely chosen this course of action.

5. The legal base shall provide that no adoption may be consummated unless the parental rights of both the mother and the father have been legally terminated or relinquished.

6. The legal base shall provide the responsible state agency, the operating agency, and the licensing agency with the authority to initiate and enter into agreements with related public agencies and local governmental units. The purpose of these agreements shall be to effect coordination of service delivery and to clarify responsibilities and relationships with respect to setting standards, licensing providers of foster family services, and regulating services to children and families in need of foster family services.

7. The legal base shall provide the operating agency with the authority to establish and operate service grievance procedures designed to objectively assess and resolve any service grievance presented against the agency or any provider with whom the agency has a purchase of service agreement or contract.

8. The legal base shall provide the responsible state agency, the operating agency, and the licensing agency with the authority to receive and expend funds allocated or donated for any purposes related to their statutorily assigned functions.

9. The legal base shall provide the responsible state agency, the operating agency, and the licensing agency with the authority to delegate responsibilities assigned to them by statute to related public agencies or local governmental units and to regulate the administration of the functions which are delegated.

10. The legal base shall include the state's membership in the Interstate Compact on the Placement of Children, the Interstate Compact on Juveniles, and the Interstate Compact on Mental Health.

11. The legal base shall provide the licensing agency with the authority to take legal action against agencies or individuals providing foster family care without a license, and shall establish penalties for operating without a license.

1. The legal base shall comprehensively define foster family services.

2. The legal base shall establish safeguards to ensure the confidentiality of all personal information maintained by the responsible state agency, operating agency, and licensing agency about persons involved in the service delivery and licensing process, including children and their families receiving foster family services and foster families. These safeguards shall apply regardless of the form in which the information is maintained, whether written or stored in a computer.

3. The legal base shall establish the conditions under which individuals may have access to personal information about themselves maintained by the responsible state agency, operating agency, and licensing agency, and shall authorize the responsible state agency to establish regulations to guarantee that access is available.

4. The legal base shall establish the conditions under which personal records maintained by the responsible state agency, operating agency, and licensing agency may be expunged and shall authorize the responsible state agency to establish regulations with respect to expungement.

II. ADMINISTRATION AND SERVICE SUPPORT SYSTEM

The agency shall administer its foster family services program in accordance with recognized standards of sound budgetary and management practice to facilitate achievement of its goals with respect to the provision of foster family services.

Organizational Structure

1. The agency shall establish an organizational structure which ensures that there is a clearly defined and logical hierarchy of authority and responsibility for all matters associated with the administration and operation of the foster family services program.

   A. The structure shall create frequent opportunities for formal communication between the individual responsible for administering the foster family services program, the agency's director, and others whose responsibilities relate directly to the program, such as the individual responsible for licensing foster family services providers.

   B. The structure shall permit administrators, managers and supervisors to maintain a span of control that is consistent with good management practice; i.e., no individual should have more than five to eight subordinates for whom he is directly responsible.

   C. The structure shall create the fewest number of administrative levels necessary to carry out the foster family services program efficiently and effectively.

   D. The structure should create opportunities for frequent communication between administrative and policy-making staff and service delivery staff.

2. The agency's pattern of organization for service delivery staff shall be designed to facilitate achievement of the foster family services program's goals and the objectives of individual service plans. The agency shall consider, as a minimum, the following factors in establishing its service delivery structure:

   A. The need to clearly assign case management responsibility for each child and his family to one staff member (the case manager).

   B. The need for continuity of responsibility for each child and his family throughout the service delivery process.

   C. The need for the agency's staff to work as a team to achieve established service objectives for each child and his family.

   D. The need for the case manager to share knowledge and skills with other team members to ensure that all possibilities for moving the child out of foster care are considered and continually explored.

E. The need for staff with responsibilities for service delivery and case management to be physically accessible to each other and to communicate regularly about their activities on behalf of each child and his family.

3. The agency shall be organized to ensure that decisions are made at the lowest possible level of the organization.

   A. The agency's decision-making policies shall clarify the relationship between decision-making authority and accountability, and shall ensure that individuals who have the authority to make decisions are held accountable for the consequences of the decisions which they make.

   B. The agency's decision-making policies shall facilitate the assignment of decision-making authority to those individuals who have the most thorough understanding of the situation under consideration and who will have to deal with the consequences which may follow from the decision.

   C. The agency's decision-making policies shall provide for a hierarchy of decision-making authority and review when special circumstances warrant it, e.g., exceptions to standard agency policies or procedures.

4. The agency shall periodically, but no less frequently than every two years, assess its organizational structure and administrative policies and procedures to ensure that they continue to fulfill their function as facilitators of high-quality service delivery. (See Standard III--Planning and Review of the Foster Family Services System.)

Budgetary Process

I. Budget Development Policies

The agency shall establish policies and procedures to guide the budget development process. These should be designed to achieve the following objectives:

   A. To ensure that budget resource allocation decisions are based upon the findings of a comprehensive needs assessment process. (See Standard III--Planning and Review of the Foster Family Services System.)

   B. To provide opportunities for staff of the agency, representatives of related service agencies, and citizen advisors, including clients and foster parents, to be involved in the budget preparation process.

   C. To encourage administrators to develop long-range budget plans which take into consideration the potential future service needs of children and

their families and the potential for acquiring new resources for the foster family services program.

2. Amount of the Budget

The agency shall develop a budget which is sufficient to ensure that the goals of the foster family services program are met. It should include sufficient funds for:

A. Professional and support staff needed to meet the agency's goals with regard to foster family services, including staff development efforts.

B. Administrative support services that contribute to the efficient management of the foster family services program, such as staff transportation, appropriate physical facilities, adequate office supplies, and reproduction services.

C. Foster care reimbursement rates which reflect the real cost of care, the costs of inflation and other pertinent factors, such as the special services required by some foster children. Rates must be high enough to attract and retain an adequate supply of high-quality foster care providers. (See Standard XI--Recruitment, Selection, and Development of Foster Families.)

3. Fees and Other Resources

A. The agency shall establish a budget which takes into account the potential availability of fees paid by parents or other individuals financially responsible for foster family services, and other funds such as OASI and VA secured on behalf of a child.

B. The agency shall develop its fee schedule based upon a formula which considers an individual's ability to pay. The fee schedule shall be uniformly applied.

C. When other funds are secured on behalf of a child, policies shall be developed to ensure that any funds not used for the child's care are maintained in escrow for the child's future use. These policies shall take into consideration the rules and regulations of the agency providing the funds.

4. Budget Analysis and Review

A. The agency shall develop budget review policies to analyze expenditures on a periodic basis and ensure that they are reasonably related to achievement of established foster family services program objectives.

B. The agency shall ensure that budget review decisions are not made until a full assessment of their potential impact on the ability of the foster family services program to meet its objectives is made. This assessment must involve input from individuals responsible for operating the foster family services program.

Personnel Practices

1. The agency shall develop and implement personnel practices and policies which provide all staff and volunteers with clear written information about their rights and responsibilities and which are conducive to the maintenance of good management/employee relations and the retention of high-quality employees. For example:

   A. Staff representatives from throughout the agency shall work with staff of the state's merit system in the development of personnel policies and practices and in the review of those policies and practices at least every three years.

   B. Prior to employment, all employees and volunteers shall be provided with a clearly written description of their duties.

   C. Employees shall be provided with a clear description of the criteria which shall be used to evaluate their performance and information about the frequency of and procedures for employee evaluation; employees shall be involved with their supervisors in establishing performance objectives and evaluating their own performance.

2. The agency shall work within the guidelines established by the state's merit system to establish an affirmative action program to encourage hiring and promotion of minority group members.

3. All employees shall have access to an employee grievance procedure which they can use when they believe that they have been unfairly treated; the procedure shall ensure that the employee is protected from retribution when a grievance is submitted.

4. Employees shall have access to all personnel records maintained about them and shall have the right to insert explanatory information when inaccurate information has been included.

Staff Development

1. The agency shall regularly assess its staff development and training needs and develop an annual written plan for meeting those needs. The agency shall

provide sufficient staff and funds to assure that each employee is able to receive at least five days of appropriate training each year. (See Standard IV--Staff.)

2. The agency shall provide each new employee with an orientation to the agency and to his position. On-going orientation and day-to-day staff development activities shall be specified as a responsibility of the employee's supervisor.

3. The agency shall provide incentives for staff members to improve their skills and knowledge by establishing several clearly defined career ladders toward which they can work.

Service Grievance Procedures

1. The agency shall establish written policies and procedures to assure that all applicants for service, clients, and foster parents who believe that they have been aggrieved by the agency or one of its purhase of service providers may receive a fair and impartial hearing. Written information which describes the agency's grievance procedures shall be provided to all applicants for service, clients, and foster parents.

2. All persons must be given the opportunity to present their service grievances in writing and to receive assistance from the staff in doing so if needed.

3. The agency's service grievance procedure shall assure that a timely written response is provided.

4. The individual shall have the right to bring a spokesperson to the grievance proceedings. In the case of a child, the agency shall develop a means to assure that the child has an advocate of his choice.

5. The service grievance procedures shall affix responsibility for follow-up to grievance findings and recommendations.

Administrative Support Services

1. The agency shall ensure that adequate physical facilities and administrative support services are provided so foster family services can be provided in an efficient and professional manner and workers can devote the maximum feasible proportion of their efforts to direct service provision.

2. The agency shall provide office space which is comfortable and attractive, accessible to clients and staff, and large enough to accommodate a variety of service activities, including individual client-staff conferences, group discussions, parent-child visits, and so on.

3. The agency shall develop procedures which assure access to adequate office supplies, reproduction equipment, and other supportive materials.

4. The agency shall provide data processing services which contribute to effective support for the direct service delivery function and do not distract professional staff from their primary service delivery role. (See Standard XV--Information Systems and Case Recording.)

5. The agency shall ensure that secretarial support is available at each service delivery site and that there are enough support staff to ensure that all paperwork is processed in a timely manner.

Service Coordination/Interagency Cooperation

1. The agency shall establish formal and continuing interagency contacts and agreements with related agencies, e.g., the licensing agency, community mental health centers, courts, health departments, and private agencies, to ensure that cooperative and mutually facilitative service policies and procedures are developed and implemented.

2. To the extent possible, the agency and related agencies shall develop referral procedures, resource directories and other formal aids which can contribute to service continuity.

III. PLANNING AND REVIEW OF THE FOSTER FAMILY SERVICES SYSTEM

The agency shall develop and implement a system for review and assessment of the foster family services system for the purposes of enhancing the quality of those services and planning for future program development.

The Planning and Review Process: General Policies

1. Objectives of the Planning and Review Process

The agency shall establish a planning and review process capable of achieving the following objectives:

A. To provide the agency with information needed to assess current and potential client needs and the adequacy of agency and other community resources available to meet identified needs.

B. To provide the agency with information needed to assess the quality of its services and its management system.

C. To provide the agency with information needed to assess the extent to which it is operating in conformity with established agency policies, procedures, and program standards.

2. Dimensions of the Planning and Review Process

The planning and review process shall focus on the following areas:

A. Effort: This area includes questions related to the amount of work performed by the agency; e.g., how many clients were served? how many units of service were provided?

B. Effectiveness: This area includes questions about what results may have accrued from the agency's efforts; e.g., how many children returned home? how long did each child remain in placement?

C. Efficiency: This area addresses issues related to the utilization of resources; e.g., how much effort was needed to achieve a specific effect, such as return of a child to his family?

D. Appropriateness: This area focuses on the degree to which the agency's efforts have been directed toward meeting established needs; e.g., if 50% of the children in foster care have been identified as having a service goal of return to their biological family, was a commensurate portion of the agency's resources, such as staff time, services, and funds, directed toward meeting those goals?

E. Service Delivery Process: This area addresses itself to identifying the process variables that enter into service delivery; e.g., number of parental visits, workload size, and worker educational level.

3. Planning and Review Process Strategies

The planning and review process shall utilize a mix of strategies including service monitoring, program evaluation, management studies, and special research studies to achieve its objectives.

4. Administration of the Planning and Review Process

Administrative responsibility for planning and review process activities shall be lodged in an organizational unit established for that purpose. Staff shall be required to have knowledge, education, training and experience in program evaluation or social science research with expertise in the field of child welfare.

5. Involvement of Others in the Planning and Review Process

Staff responsible for the planning and review process shall devise mechanisms to ensure that the views of agency staff, the agency's advisory committee, foster parents, service consumers (including foster children and their families), and interested others (including external advocacy groups) are solicited and used in their activities. Feedback about the results and findings of the agency's planning and review process shall be provided to all involved parties.

6. Utilization of Information

A. Information developed as a result of the agency's planning and review activities shall be provided to agency staff responsible for program operations, administrators, legislators, advisory bodies, and the general public.

B. Agency policies and procedures shall be revised as needed to reflect the results of the agency's planning and review activities.

7. Evaluation of the Planning and Review Process

The planning and review process shall be independently evaluated on a periodic basis to assess its efficiency and effectiveness.

Needs Assessment

1. The agency shall regularly assess the current and potential future needs of its clients and of the population of vulnerable individuals who may require its services in the future.

2. The agency shall regularly revise its estimates of needed resources, including its staff needs, space requirements, and the like, based on the results of its needs assessment. These estimates shall reflect a realistic assessment of community resources which may already exist or which must be developed to meet some of the identified service needs.

3. The agency's needs assessment process shall, as a minimum, take into account the following factors:

   A. General demographic and socioeconomic trends which may foretell the emergence of new or different service needs; e.g., if a community's population is gradually "getting older," one can expect that there may be a greater future need for services to the elderly than had previously been the case.

   B. Social trends, judicial decisions, and legislative actions which may influence the kinds of services that are provided or the ways in which services are delivered.

   C. The geographic distribution of the agency's current clients and of the resources currently available to meet client needs; e.g., are the agency's and the community's resources allocated to reasonably match the distribution of current needs?

   D. The array of current staff, including the number of staff in various specialty categories and the experience levels of various staff, and the degree to which those staff are allocated in accord with the pattern of client needs.

   E. The results of the agency's overall planning and review activities; e.g., management studies, program evaluations, service monitoring reports, and aggregated results of individual case reviews.

4. The agency shall actively encourage the involvement of its advisory committee and others in the community, including clients, foster families, and external advocacy groups, in the needs assessment process.

5. The agency shall disseminate the results of its needs assessment to all those who contributed to the process and to others in the community through its public education program.

Service Monitoring

1. A plan for continual review of a sample of service cases shall be specified by the agency to ensure that established policies and procedures are being followed consistently throughout the service delivery process. This plan shall specify, as a minimum:

   A. The case sample selection procedures to be used and the size of the sample.

   B. The ways in which staff involved with selected sample cases will be involved in the monitoring process.

   C. The key factors which will be monitored and the criteria that will be used to assess each factor.

   D. The timeframes and procedures which will be used to conduct the reviews.

   E. The feedback procedures which will be used to ensure that service monitoring results are made available to the agency's administrative, management, and supervisory staff.

Program Evaluation

1. A program evaluation system shall be developed and implemented to assess the service effectiveness and efficiency of the overall foster family service system and to ensure that the results of the evaluation process are incorporated into agency plans for program improvement and development of new programs.

2. A report of all evaluation results shall be submitted to the chief executive officer of the agency and to the director of the foster family services program.

Management Studies

1. The planning and review unit shall conduct a review of the agency's management policies and procedures on a biennial basis, as a minimum.

2. The unit's assessment shall focus on identifying the strengths and weaknesses of the management system and its effects on service delivery.

3. A report of findings and recommendations shall be submitted to the chief executive officer of the agency upon completion of the review.

Special Studies

1. Special studies shall be designed to supplement and complement information which is already available through other planning and review unit activities.

2. The agency shall cooperate with other agencies, foundations, universities, and so on, to complete these special studies.

3. At least every five years the agency shall have its foster family services system evaluated by an independent evaluation organization.

IV. STAFF

The agency shall employ and deploy a sufficient number and variety of staff to ensure that quality foster family services are available to all children and their families who need them.

General Qualifications for Staff

All staff shall have demonstrated competence in their area(s) of responsibility, as measured by educational achievement, years of experience, and other qualifications, so that the agency can provide quality services in an efficient and professional manner. All staff shall have the training and experience required by their job descriptions.

Determining the Need for Staff

1. The agency shall develop and use a rational system to determine the number and kinds of staff required to meet the goals set forth in these standards. The determination of staff needs shall be incorporated into the agency's needs assessment process and shall consider the following factors, as a mininum:

   A. The potential number of children and their families in need of foster family services.

   B. The kinds and intensity of needs presented by foster children and their families.

   C. The amount of time required to comply with mandated agency policies and procedures.

   D. The results of experiments and special studies which measure the time required to work successfully with various kinds of client problems.

   E. The kind of case management and service delivery structure which the agency has established.

   F. The kinds and range of services which the agency expects its workers to provide. For example, if the agency uses a generalist approach to service delivery and expects direct service workers to provide all of the services a family may need, the worker may be able to handle fewer cases than one might expect if specialized staff such as intake/assessment workers, parent educators, and home finders, are employed.

   G. The environment in which services are to be provided. For example, in sparsely populated rural areas, travel time may be considerable and reduce the number of hours available to provide services.

2. The agency shall use a variety of means to accomplish its staff needs assessment, including time studies, special research studies, and experimentation with several staff configurations. In no case, however, shall the assessment process be bound by the immediate exigencies presented by a fixed and limited amount of resources.

Administrative Staff

1. Director of the Foster Family Services Program

   A. The director of the foster family services program shall be responsible for providing leadership to the program, and developing community resources and budgetary, administrative, and program policies. As the program's chief executive officer, the director shall be ultimately responsible for interpreting and implementing agency policies and procedures and assuring that foster family services are provided in conformity with those policies and procedures so that the program can meet its goals.

   B. The director shall have a master's degree in social work or a graduate degree in a related human services field; at least two years of direct service experience in the foster family services area and two years of related supervisory or administrative experience; and a thorough knowledge of the child welfare and family services fields.

2. Regional and Local Administrators

   A. Regional and/or local administrators shall be responsible for directing the foster family services program within their geographic area under the supervision of the director of the foster family services program. (Whether the director of the foster family services program has line or program supervisory responsibility for activities which occur at the local and/or regional level will depend upon the overall structure of the state's human services system. For a description of the terms "operating agency" and "responsible state agency" see Standard I--Comprehensive Legal Base and the glossary.)

   B. Regional and local administrators shall have a master's degree in social work or a related human services field, and at least one year of direct service experience in the foster family services area and one year of related supervisory or administrative experience.

3. Foster Family Services Specialist

   A. The state-level administrative staff shall include at least one foster family services specialist who shall be available to provide consultation and technical assistance to line staff with regard to the provision and administration of foster family services and who shall participate in the development of program policies, staff development efforts, other special

programs related to recruitment, etc. When appropriate to the overall structure of the agency, regional and local area specialists shall also be employed.

B. The state-level foster family services specialist shall have proven superior knowledge, training and experience in the delivery of foster family services. The individual shall possess at least a master's degree in social work or a graduate degree in a related human services field and three years of direct service experience.

4. Staff Development Specialist

A. The staff development specialist shall be responsible for developing the agency's staff development program and coordinating and monitoring its implementation in consultation with line staff of the foster family services program and the foster family services specialist. When appropriate to the overall structure and size of the agency, regional specialists may also be employed.

B. The staff development specialist shall have demonstrated ability in staff development and adult education and sufficient knowledge of foster family services programs to ensure the development of high-quality, relevant training programs.

5. Other Administrative Staff

A. The agency shall employ other administrative and specialty staff at the state and regional level, such as a preventive services specialist and a home finding/recruitment coordinator, as needed in accordance with the agency's size, scope of responsibility, and overall organizational structure.

B. Each staff member shall have graduate education, experience and knowledge appropriate to his area of responsibility.

Direct Service Staff

I. Supervisory Staff

A. Direct service supervisory staff shall be responsible for providing their staff with consultation and day-to-day staff development; for case management, including delegation of casework functions to line staff and assistance with service plan development and implementation; and for assuring that foster family services program goals are achieved.

B. Supervisory staff shall have technical knowledge and skills in the field of child welfare and demonstrated ability in promoting effective practices, coordination of services, and teaching. They shall also have shown

competence in developing systems to maintain accountability for program objectives, in setting up and monitoring time-limited objectives for each child and his family, and in establishing plans to move children into permanent living arrangements. All supervisory staff shall have a master's degree in social work or equivalent related education, and at least one year of direct service experience. Hiring practices should permit the substitution of experience for graduate education.

2. Direct Service Delivery Staff

A. Direct service staff shall be responsible for case management, including planned services to each child and his family, arrangement for the provision of purchased services, and work with the child, his family, and foster families to achieve the goals established by the service plan.

B. Direct service staff may fulfill roles related to licensing and recruitment of foster families.

C. Direct service staff shall have a bachelor's degree in social work, or at least a bachelor's degree in a related human services field.

3. Paraprofessional Staff Aides

A. The agency shall develop a program to employ paraprofessional staff aides to provide service delivery support and assistance under close supervision from the professional direct service staff. These paraprofessional staff members shall be used flexibly and creatively in activities such as providing support and assistance to the families of foster children, providing transportation and baby sitting, and monitoring and reporting observations.

B. Qualifications for paraprofessional staff members shall be flexibly set and interpreted but shall include the ability to relate to social workers, foster parents, foster children and their families, and knowledge of local community resources and attitudes.

4. Clerical and Other Support Staff

A. All staff members in support staff classifications shall possess the necessary education, training, and experience for their specific jobs, and shall have demonstrated their individual competency by successfully passing agency examinations or by advancement through a career ladder according to their abilities.

B. The agency shall establish and maintain a ratio of professional staff to clerical staff which will contribute to the efficiency of the operating unit, assure that support staff tasks can be completed in a timely manner, and assure that professional staff do not have to engage in clerical or other support activities.

Professional Consultants

Professional consultants in medicine, law, psychology, psychiatry, and social work shall be available to all levels of agency staff. These consultants may be employed directly by the agency or retained on contract, shall meet all the requirements of their professional fields, and shall have demonstrated interest and special competence in child welfare and foster family service programs.

V. PREVENTION OF PLACEMENT

The agency shall provide a range of services and commit its resources to preserve the child's family and prevent inappropriate placement. The agency shall ensure that placement is arranged only after services to ameliorate conditions which may necessitate placement have been provided and failed, or offered and refused; and when there is a clear danger to the physical or emotional well-being of the child.

Agency Policies

1. The agency shall employ staff with sufficient education and training, diagnostic skills, and commitment to provide a broad range of services designed to strengthen families-at-risk and prevent placement. (See Standard IV--Staff.)

2. The agency shall include sufficient funds in its budget and seek additional funds from other sources, as needed, to support the provision of services to prevent inappropriate placement and to assure that reasonable workloads, on-going staff development and adequate staff supervision are maintained. (See Standard II--Administration and Service Support System.)

3. The agency shall establish an operational definition of an emergency situation to guide staff in making placement decisions and shall establish policies to ensure that emergency placements do not continue beyond the emergency unless other factors intervene.

4. The agency shall establish policies and procedures to ensure that at least the case manager and his supervisor discuss the circumstances of a case prior to removing the child and conclude that placement of the child is the best alternative available. The supervisor shall ensure that the case manager has offered or provided preventive services and considered all options to placement before removing the child.

5. The agency shall develop guidelines for placement which ensure that, except in specified emergency situations such as sudden hospitalization of the child's parent, decisions to place a child out of the home are based on the presence of the following:

   A. Evidence which clearly demonstrates that continued residence in his own home will jeopardize a child's physical, mental or emotional well-being.

   B. Evidence that planned, appropriate services have been provided and have failed to alleviate conditions which threaten the child's well-being.

Services to Prevent Placement

1. The agency shall make available, through its own resources, by purchase, or by referral to another agency, a full range of services designed to prevent placement, including:

   A. Social work and counseling services.

   B. Psychological services.

   C. Economic assistance, including emergency short-term funds.

   D. Employment preparation, job training and education services.

   E. Housing and transportation services.

   F. Homemaker services.

   G. Medical services, including outpatient psychiatric care.

   H. Day care.

   I. Parenting education and parent support groups.

   J. Respite care.

2. The agency shall develop and use a comprehensive emergency services system consisting of:

   A. Emergency intake services, 24 hours a day, seven days a week.

   B. Emergency caretaker services for children left without parental supervision.

   C. Emergency homemaker services available on a 24-hour basis.

   D. Emergency foster family homes, group homes, residential treatment facilities, or shelters for children who cannot be maintained in their own home.

   E. Emergency family shelter for such catastrophies as fire or eviction.

   F. Outreach and follow-through services to maintain contact with families after the emergency has passed.

VI. RIGHTS OF FOSTER CHILDREN, THEIR PARENTS, AND FOSTER PARENTS

The agency shall ensure that foster children, their parents, and foster parents are provided with written information stating their rights, and shall ensure that the foster family services program is administered and operated so that these rights are protected and maintained.

Rights of Foster Children

Each foster child has the following rights:

A. To be treated as an individual with all the rights guaranteed to citizens of the United States and to citizens of his state.

B. To be taught to act responsibly and respect the rights of others.

C. To maintain the least restrictive legal status consistent with his need for protection.

D. To have his needs serve as the primary basis for making legal and service decisions which will affect his future and to have a guardian ad litem and attorney represent his interests in all legal proceedings.

E. To receive foster family services and other services such as medical care which are appropriate to his needs and consistent with the plan for his future.

F. To be prepared for placement and receive sensitive, continuing help in understanding and accepting the reasons for his own family's inability to provide him with care.

G. To reside with his family except when there is clear evidence that placement is required to protect his health and welfare, and to have a family life which is stable and provides continuity whether this is with his family or in an alternative living arrangement.

H. To be protected from abuse, neglect, or exploitation.

I. To be treated by community institutions such as schools as the equal of a child who resides with his family and to have the same freedom to choose goods and services as does a child residing with his family.

J. To be supported and educated.

K. To be treated as a member of the foster family and to receive affection and guidance from a foster family who has been selected to meet his individual needs and who will assist him in developing toward independence.

L. To receive respect and be nurtured in accordance with his background, religious heritage, race, and culture.

M. To visit and communicate with members of his family within reasonable guidelines as set by his service plan and by the court.

N. To be involved in accordance with his age and ability and with the law of his state in making major decisions that affect his life.

O. To receive encouragement and be afforded reasonable opportunities to participate in sports, youth activities in his school and neighborhood, and other enrichment programs.

P. To earn and keep his own money and to receive guidance in managing his own resources to prepare him for independence.

Rights of Parents of Foster Children

Parents of foster children shall have the following rights:

A. To be treated as individuals who have all the rights guaranteed to them as citizens of the United States and their state.

B. To maintain custody of their child unless it has been demonstrated that this would jeopardize the child's health and welfare.

C. To be provided with opportunities to demonstrate their capacity to provide a suitable home for their child, and to regain custody of their child as quickly as possible, when regaining custody is consistent with the health and welfare needs of the child.

D. To receive proper and adequate notice regarding any grievance or legal proceeding concerning their child.

E. To participate in planning for their child, to receive a copy of the case plan, and to receive notice of any formal review of their child's case plan.

F. To receive a clear written description of their rights and responsibilities and the agency's rights and responsibilities, and to receive information about any recourse they may have to contest actions taken by the agency.

G. To receive services, in accordance with the service plan, to assist them in overcoming the conditions which led to removal of their child, and if return of their child to their custody is not feasible, to help them adjust to an alternative permanent plan for their child.

H. To visit and communicate with their child within reasonable guidelines as set by the service plan and by the court.

I. To have their cultural, religious, ethnic, or racial heritage respected as a plan for them and for their child is developed.

J. To receive an explicit written description of the expectations they must meet in order to have their child returned home and of the services the agency will provide to help them meet those expectations.

K. To have information maintained by the agency about them kept confidential.

L. To have access to information maintained by the agency about them within a framework of agency guidelines which take into consideration others' rights to privacy, and to correct errors contained in those records.

Rights of Foster Parents

Foster parents shall have the following rights:

A. To be fully informed of their rights and responsibilities and of all agency policies and court procedures which affect their relationship with the child.

B. To be informed of the child's background and his physical and mental functioning in order that appropriate care and protection can be provided.

C. To be involved in the development of the plan for a child placed with them and to receive a copy of the plan.

D. To receive ongoing training, guidance and support to deal appropriately with each child placed with them according to his service plan and to assist them in helping the child overcome physical, emotional and educational problems.

E. To work with the child in accordance with the service plan.

F. To receive adequate financial compensation to meet the needs of the child and to cover actual expenses incurred in caring for the child.

G. To have all information maintained by the agency about them kept confidential.

H. To have access to all information maintained by the agency about them within a framework of agency guidelines which take into consideration others' rights to privacy, and to correct errors in those records.

I. To protection from liability and personal loss arising out of the performance of their role as foster parents.

J. To receive at least a two-week notice prior to the removal of a child from their home except in specified emergencies.

K. To be fully informed regarding service grievance procedures.

VII. SERVICE PLANNING AND CASE REVIEW

The agency shall develop and implement policies and procedures to ensure that planned services are provided to achieve goals established for the child and his family and to ensure that all possibilities for arranging a suitable permanent plan for the child are explored and acted upon expeditiously.

The agency shall establish an objective case review system to regularly assess the appropriateness of service planning and service delivery, and the progress which has been made toward achieving planned objectives for the child and his family.

Service Planning

1. Definition

Service planning is a continuous and dynamic process designed to achieve the following objectives:

A. To identify and assess the client and situational factors which necessitate the provision of foster family services.

B. To establish time-limited objectives that are linked to identified problems and can be expected to lead to achieving a goal of permanence for each child.

C. To describe the resources to be used and the specific steps to be taken to resolve identified problems.

D. To plan for and carry out specific client and agency actions needed to accomplish established objectives.

2. Administrative Policies

The agency shall establish administrative policies and procedures to assure that the agency's responsibility to develop a plan that includes all parties and to provide all services specified in the plan is fulfilled. These policies and procedures shall include:

A. A requirement that a service plan agreement must be developed for each child and his family. All parties with a legitimate interest in the service delivery process, including the worker; the child, as appropriate; and the family, to the extent of their ability and desire to participate; shall be actively involved in developing the service plan agreement and shall sign the completed agreement. If placement in a foster home is part of the service plan, the foster parents shall also be considered as parties to the service plan agreement.

B. A requirement that each child and his family be given written and verbal information which is sufficient to assure that they can participate as full partners in the service planning/service delivery process, including:

- A description of agency policies and procedures.
- A description of the service planning process and an explanation of the role that each party is expected to play throughout the planning and service delivery process.
- A description of the agency's and client's rights and responsibilities with respect to service planning, service delivery, and achievement of long-range, permanent goals.
- An explanation of the implications of the agency's legal responsibility if the child is committed to the agency.

C. A requirement that an initial, written service plan be developed within 30 days following the agency's decision to assume service responsibility, or in the case of a court commitment, within 30 days following the date of commitment.

D. A requirement that a joint conference be held at least semi-annually at which all people involved in service planning and party to a service planning agreement are present to review the service plan agreement and make changes, as needed. The agreement, whether or not it is changed, must be reaffirmed at that time.

The purposes of these periodic conferences shall be:

- To review the progress that has been made toward achieving the service plan's goals for the child and his family.
- To assess the current appropriateness and adequacy of the plan, the agreement, and the goal of service.
- To develop an updated plan and agreement, and a revised goal, as needed.

E. A requirement that the service plan and agreement be reviewed at the time of service termination at a joint agency-client conference to determine the outcomes of service, to assess the service process, and to determine the need, if any, for follow-up or postplacement support from the agency.

F. A requirement that each party to the service planning process, including the child and his family and the foster family, be provided with a copy of

the initial service plan agreement and any subsequent revised plans and agreements that are developed.

G. A requirement that the worker's supervisor review and discuss all service plan agreements as part of regular supervisory conferences with each worker.

3. Contents of the Service Plan

The agency shall recognize that service planning is a continuous process which begins at the point of initial agency contact and continues throughout the service delivery process. Therefore, any standardized format which is adopted to record the products of that process--the service plan and the service planning agreement--must be flexible enough to fit the unique and continually changing circumstances of each case, including:

A. Conditions which require agency intervention.

B. Resources which can be used to resolve the problem which necessitated intervention; e.g., individual strengths, relatives, financial resources.

C. Actions needed and taken to resolve current problems and assignment of responsibility for all actions.

D. Evidence of change and growth.

E. Anticipated outcomes, i.e., the goal of services.

F. Timeframes within which all activities must occur.

Administrative Case Review

I. Definition and Purpose of Administrative Case Review

The administrative case review is an adjunct to the service planning process designed to achieve the following objectives:

A. To monitor the progress and goal achievement of individual service plans.

B. To assist the service delivery team in its efforts to implement a service plan, seek alternative solutions to client problems, and achieve the objectives established for the child and his family.

C. To identify the kinds of resources that may be lacking to serve children and families in need of foster family services; e.g., new services which need to be developed.

D. To identify areas in which staff could benefit from technical assistance or training to improve foster family services.

2. Administrative Case Review Policies and Procedures

The agency shall establish policies and procedures to assure that the administrative case review system operates efficiently and is able to provide maximum benefits to each child and his family and to the agency. These shall include the following:

A. The establishment of an independent case review unit or team with sufficient staff and other resources to conduct reviews and follow up on the results. The independent case review unit or team may include professionals from related agencies as well as agency staff.

B. The development and implementation of a system to ensure that each child who remains in foster family care for six months is automatically referred for an initial case review and that, subsequently, his case is reviewed at least annually.

C. The establishment of a system to ensure that a case review will be conducted upon request from a staff member; the parent of a child in placement; or the child, if he is old enough to request a review.

D. The development of a system to assure that the staff member(s) providing services are fully involved in the case review process. Administrative and specialty staff at the state and regional levels may also be involved as needed.

E. The establishment of a follow-up system to ensure that a written report of each review is given within 15 days following a review to the case manager and his supervisor.

3. Content of the Case Review

A. The case review shall focus on the appropriateness and adequacy of the service plan. The following factors shall be considered, as a minimum:

- The goal and action steps.
- The resources used to achieve the goal.
- The progress that has been made toward achieving the plan's objectives and the timeliness of activities.
- The role(s) and task(s) identified for the child, if appropriate; his family; the foster family; and staff.

B. The case review unit or team shall approach its task from a facilitative framework and seek to offer suggestions or alternatives that can contribute to goal achievement.

4. Role of Citizens in the Administrative Case Review

A. On a periodic basis the agency shall share with its advisory committee the aggregate results of its case review proceedings.

B. The advisory committee shall use this information as part of its advocacy activities on behalf of clients and as input to the agency's needs assessment process. (See Standard XIII--Citizen Participation, and Standard III--Planning and Review of the Foster Family Services System.)

External Case Review System

1. Agency Responsibilities

A. The presence of an external case review system, i.e., a case review system established by the state legislature, the court, or another administrative body to operate outside the authority of the agency, shall in no way limit the agency's responsibility to establish and maintain an administrative case review system.

B. The agency shall cooperate fully with all efforts which may enhance a child's opportunities to move into a suitable permanent placement.

C. The agency's responsibility to cooperate with an external case review system must be construed within its responsibility to maintain the confidentiality of all information which is kept by the agency about individuals involved in the service planning and service delivery process.

2. Agency Policies

A. The agency shall provide an external case review team or unit with case materials in which client names, addresses and other information which might allow identification of the individual are deleted.

B. The agency may inform clients that an external review of their circumstances is being conducted and request their permission to share certain information with the review team or unit.

C. The agency may ask clients if they would like to participate in the external case review process, but any client participation shall be voluntary.

D. The agency shall ensure that clients clearly understand that their response to a request for information or to a request for participation in an external case review will have no bearing on their eligibility for services or their future relationship with the agency.

VIII. PREPLACEMENT, PLACEMENT, AND POSTPLACEMENT SERVICES

The agency shall ensure that preplacement, placement and postplacement services are provided to foster children and their families and that foster parents are provided with sufficient support to accomplish the following objectives:

- To explore and act expeditiously upon every alternative to foster family care and establish a suitable permanent plan for the child.
- To help correct or ameliorate the conditions which precipitated placement.
- To help children and their families master the separation and placement experience while preserving and improving existing relationships.
- To increase the capacity of the foster family to provide the child with a placement experience which will meet his needs.
- To help the child develop a realistic conviction of his own worth.
- To provide the child with access to positive experiences which will encourage commitment to developing socially acceptable behaviors.
- To ensure preservation and cultivation of the child's racial, ethnic, cultural, and religious heritage.

The Preplacement Process

I. Goals of the Preplacement Process

The agency's preplacement policies, procedures, and services shall be designed to achieve the following goals:

A. To help the child and his family to understand the significance of the placement decision and what separation may mean for them.

B. To help the child and his family to understand the ramifications of the court commitment or voluntary placement agreement.

C. To select a foster family home which is consistent with the child's needs.

D. To prepare the child for placement in a new environment with new people.

2. Selection of a Foster Family Home for the Child

Selection of a home which can best meet the needs of the child is a key task during the preplacement period. The agency shall ensure that the child and his family are fully involved in making this decision to the extent that they are willing and able to participate.

Factors such as the child's age, the agency's ability to locate the family, and so on, shall be considered in determining the extent to which the child and his family will be involved in selecting a foster family home.

Mutual determination of which home will best meet the needs of the child shall be based on the following considerations:

A. The extent to which the interests, strengths, and abilities of the foster family enable the family to relate to the child's needs, including his individual problems; age; interests; intelligence; moral, ethical, and spiritual development; cultural background; family relationships; educational status; social adjustment; and his plans for the future.

B. The ability of the foster family to preserve the child's racial, cultural, ethnic, and religious heritage.

C. The capacity of the foster family to deal adequately and comfortably with problems which might arise during the child's placement.

D. The extent to which the foster family can contribute to the development of the child and help to alleviate his specific problems.

E. The extent to which the foster family can provide an environment which will not impede the positive development of the child's family.

F. The extent to which the foster family can accept the child's relationship with his family and can deal adequately with situations which may arise from that relationship.

G. The foster family's potential for providing permanent care to a child who requires such care.

H. Proximity of the foster home to specialized services or facilities which the foster child may need.

I. Personal appeal of the child to the foster family.

J. Personal appeal of the foster family to the child and his family.

3. Services for the Child

Preplacement services shall be provided to prepare the child for placement. For example:

A. At least one preplacement visit between the child and the foster family shall be arranged. The timing and number of preplacement visits shall take into account the individual child's ability to accept and understand new situations and other events which may be occurring in the child's life during the preplacement period.

B. Health assessment and any needed immunizations shall be provided by a qualified health professional prior to placement or, in emergency situations, within two weeks following placement.

C. Psychological assessment and psychiatric evaluation, if indicated, shall be provided.

D. Mutual determination of what the child will take with him, such as significant names, dates and pictures, and physical possessions, shall be made.

E. Planning for visits between the child and his family shall be initiated. (See Standard VII--Service Planning and Case Review.)

F. Involvement of the child's present school and the one he may attend shall be assured so the child's social, educational, and extracurricular needs will be met.

G. Emergency placements shall include as many of the above procedures as possible.

4. Services for the Family

Preplacement services for the family shall provide them with an understanding of what the placement may mean for them and the child, and shall prepare the family for its role throughout the placement period. For example:

A. The child and his family shall be involved in developing the service plan, including the visitation plan, or in revising the service plan to incorporate the placement decision. (See Standard VII--Service Planning and Case Review.)

B. Information about the child's and family's legal rights and responsibilities, the mutual expectations of the agency and the family, and agency policies shall be discussed or reviewed if these items have not been previously discussed.

C. The agency shall encourage the family to identify the general characteristics of foster homes that might be appropriate for the child. When there are several potential homes which might be appropriate for the child, the family shall be encouraged to assist in assessing the alternatives and choosing the specific home.

D. Provisions for medical care of the child, including the agency's and the parents' rights and responsibilities and the parents' need to be available to sign special medical consents (if applicable), shall be discussed.

E. The family's concerns about the foster family's race, religious affiliation, and ethnic origin shall be discussed. Provisions for maintaining the child's racial, cultural, ethnic, and religious identity shall be described by the agency.

F. Financial obligations of the family while the child is in placement shall be discussed and resolved.

Placement Services

The agency shall ensure that intensive services are provided to the child and his family throughout the placement period. These services shall be designed to ensure that the child remains in placement for as short a time as is absolutely needed to establish a suitable permanent plan for him, and to assist the child and his family in achieving the goals of the service plan. (See Standard VII--Service Planning and Case Review.)

I. Objectives of Placement Services to Children

Services shall be provided to the child on a regular and planned basis in accordance with the service plan and established agency policies. Placement services for the child shall be designed to achieve the following objectives:

A. To help the child to express and cope with his feelings about being separated from his family so that those feelings will not interfere with making the placement a constructive experience.

B. To provide the child with opportunities to express concerns he is unable to discuss with the foster parents, and to help the child to bring these concerns to the foster parents.

C. To develop the child's understanding of the conditions which necessitated placement, and to help him to deal constructively with them.

D. To meet the needs which arise from the child's normal growth and development.

E. To help the child to understand and deal with stress situations which may need special attention, including loss, separation, medical care, hospitalization, and social and school problems.

F. To help the child with special needs or plans, such as peer relationships, planning for vocational or higher education, and planning for independent living.

G. To prepare the child for visits with his family, to help him use these occasions constructively, and to help him deal with the feelings which may result from his family visits.

H. To prepare the child to return to his own home, and to help the child to work out his feelings and concerns about that transition.

I. If permanent separation from the child's own family is the plan, to help the child understand the rationale for that plan and work out his feelings about not returning to his own home.

2. Specific Care and Services Provided by the Agency to the Child

The agency shall ensure that the following services are available to all children who need them:

A. Emergency medical services available 24 hours a day, seven days a week; routine and preventive medical, dental, visual, and hearing examinations and immunizations as frequently as recommended by professionals in each field providing the service; and medical care on a planned or emergency basis for all ill children.

B. Special services for children with chronic health problems, mental or physical handicaps or learning disabilities.

C. Psychiatric diagnostic and treatment services.

D. Educational opportunities in accordance with the child's individual needs and potential, including vocational, technical, and university training, and tutoring or remedial services.

E. Career planning and exploration for children of high school age.

F. Religious experience which reflects the religious preferences of the child and his family.

G. Recreational opportunities which allow for the development of social skills and special interests and abilities, such as art, music, crafts, and sports.

H. Clothing appropriate to the child's age and size, and clothing and equipment for special needs and activities.

I. Regular allowances in an amount suitable to the child's age.

J. Opportunities for group experiences with other children.

3. Objectives of Placement Services to Families

Well-planned placement services shall be provided to the family on a regular basis in accordance with the service plan and established agency policies. These services shall be designed to accomplish the following objectives:

A. To help the family to ameliorate the conditions which necessitated placement.

B. To plan and execute a carefully worked out program of family-child communication and visitation which will help to develop and maintain a constructive relationship between the child and his family.

C. To help parents fulfill their parental roles and responsibilities to the placed child.

D. To help the family to accept the service plan which is developed, and to support and encourage the family's efforts to follow through with the tasks that the plan has assigned to the family. (See Standard VII--Service Planning and Case Review.)

E. To help the family utilize community resources.

F. To help the family to prepare for the child's return home or, if return home is not possible, to involve them in making an alternate plan.

G. To help the family to achieve a positive self-image in light of the decision to place, especially if the plan for the child includes permanent separation from his family.

4. Specific Services to Families

The agency shall ensure that a full range of services is provided to the family while the child is in placement. The services described in Standard V--Prevention of Placement shall serve as a guide to the agency in developing its service scheme. The agency, however, shall recognize that each family is unique and that services should be provided based on an assessment of each family's strengths and limitations.

Agency Involvement with and Support for Foster Families

1. Goal of Agency Involvement with Foster Families

The agency shall actively involve the foster family in the preplacement and placement processes and shall provide support to the foster family to make the placement a constructive experience for the child and to work out problems the foster family may encounter in caring for the child.

2. Specific Kinds of Support to the Foster Family

The following kinds of support shall be provided:

A. Procedures to ensure that assistance is available to the foster family 24 hours a day, seven days a week to cope with emergency situations.

B. Procedures which clarify the responsibilities of the agency, the child's family, and the foster parents for authorizing and obtaining medical care for the child.

C. Agency policies which mandate the involvement of the foster parents as team members in the development and periodic review of the service plan for the child and his family. (See Standard VII--Service Planning and Case Review.)

D. Assistance to the foster family in dealing with any problems which may occur during the child's placement.

E. Assistance to the foster family in helping the child to resolve problems which may arise during normal growth and development, as well as assistance in helping the child with any special problems he may have.

F. Provision of support to the foster family to help them cope with feelings of separation and grief when a child is to leave their home.

G. Provision of help to the foster family so that they are capable of helping the child to deal with separation and grief when he is about to leave their home.

H. Discussion with the foster parents of the possibility of continued contact with the child after he has left their home.

2. Information Shared with the Foster Parents

A. To assist the foster family to make an informed decision regarding their acceptance of a particular child, to help the foster family anticipate problems which may occur during the child's placement, and to help the foster family meet the needs of the child in a constructive manner, the agency shall provide the following information to the foster family:

- Strengths, needs, and general behavior of the child.
- Circumstances which necessitated placement.
- Information about the child's family and his relationship to his family which may affect the placement.
- Important life experiences and relationships which may affect the child's feelings, behavior, attitudes, or adjustment.

B. The agency shall collaborate with the foster family in evaluating the meaning and relevance of all information.

Termination of Placement

Termination of a placement may occur when the child returns to his own home or is placed with relatives; when the child is adopted; when the child reaches the state's defined age of majority and chooses to live independently; or when the child is placed in another foster home or an alternative living facility, such as a group home. Services provided during the transition period shall be designed to prepare all parties for the separation and help them to cope with their feelings about it.

1. General Policies

The following policies shall be used to prepare for termination of a placement:

A. Except in emergency situations, termination of a placement shall be anticipated as part of the service plan for the child and his family and preparation for this event shall begin well in advance of the expected date of termination.

B. Except in emergency situations, the agency shall give the foster family at least a two-week notice prior to removal of the child, and shall work with the child and the foster family to make the transition as smooth as possible.

C. Except in emergency situations, foster parents who request termination of a placement shall give the agency at least a two-week notice and shall participate in planning for removal of the child from their home.

D. When the plan following termination of a placement is to place the child in another foster home, in an adoptive home, or in the home of relative whom the child does not know well, the process outlined in the first section of this standard--the preplacement process--shall be followed, since replacement can be just as difficult for a child as a first placement. During the transition from one foster family to another living arrangement, special emphasis shall be placed on adequate communication among the foster family, the parents, the child, the new caregivers, and the agency.

E. Foster parents shall be provided with information about the agency's service grievance procedures should they disagree with the service plan for the child.

2. Pretermination Services to the Child

The agency shall provide each child with the kind of support and assistance he needs to prepare for the termination of a placement, including:

A. Assistance with understanding how his family has been able to make a plan for his return home.

B. Support and assistance in working out feelings about being separated from the foster family.

C. Pretermination visits with his family or with the family with whom he is being placed.

D. Planning for continued visits with his foster family, if such visits are desirable.

E. Special assistance to children moving into independent living situations. For example:

- Help in securing safe and decent housing.
- Assistance in finding employment or other means of financial support, such as OASI or other benefits.
- Planning for vocational training or other higher education.
- Planning for visits with their own and their foster families.

Postplacement Services

1. Postplacement services shall be provided for children and families to assist with their adjustment and to prevent the recurrence of the circumstances which led to placement. Postplacement services shall be provided to young adults living independently to assist with their adjustment to unsupervised community living. Depending upon the individual circumstances of each child and family and each young adult, these services shall be provided until:

   A. Services are no longer needed.

   B. Postplacement services are terminated by the court.

   C. Parents who placed their child voluntarily request that the services be terminated.

   D. A young adult reaches the age of majority as defined by state statute and requests that services be terminated.

2. Postplacement services shall be planned to meet the individual needs of each child and his family and each young adult. These services shall include the following:

A. Assistance in understanding new family roles and behaviors after a child returns to his home.

B. Support for parents who are trying out newly learned, positive child rearing behaviors and applying newly acquired knowledge of child development.

C. Supportive peer group experiences for children and parents to reinforce their efforts to create a more constructive family situation.

D. Assistance to young adults in finding community resources which can support their independent life styles and aid their reintegration into the community.

3. The agency may provide postplacement services directly or may transfer service provision responsibility to another agency when the situation warrants it. For example, if a child is moved to a halfway house, group home, or treatment facility which is capable of providing postplacement services, or a child is placed with relatives in another jurisdiction or in an adoptive home, responsibility for postplacement services may be transferred.

4. The agency shall ensure that young adults who reach the state's age of majority and are therefore no longer eligible for foster family postplacement services are aware of other services offered by the agency or by related agencies to assist the individual with the transition from foster family care to independent living.

5. The agency shall be readily available to assist former foster children and their families in understanding and accepting the circumstances of the child's having been in foster family care.

IX. PURCHASE OF SERVICES

The agency shall make available a full range of services to prevent inappropriate placement and to meet the needs of foster children and their families. These services may be provided directly by the agency or by another provider when a written contract between the agency and the provider has been developed and authorized. The purchase of services shall be used to augment the variety and amount of service available, but shall not relieve the agency of responsibility to develop its internal capacity to provide preventive services and foster family services.

Guidelines for Decision to Purchase Services

1. The agency shall develop guidelines to determine when services are to be provided directly or purchased. These guidelines shall be based on a needs assessment and shall consider at least the following factors:

   A. The characteristics of the children and their families, such as mentally disabled children and their families, who require the service.

   B. The resources already available within the agency to provide the service directly or through purchase.

   C. The fiscal impact of alternative service delivery options.

   D. The availability of potential service providers in the vicinity in which the service is needed.

   E. The amount of service which may be required.

   F. The potential impact of the method of service provision on service quality and goal attainment.

   (See Standard III--Planning and Review of the Foster Family Services System.)

2. The agency shall seek out and utilize service providers who not only meet the state's licensing standards but also have demonstrated their capacity to provide high-quality services that are compatible with the needs of the agency's clients.

3. The agency shall not be compelled to purchase services from any provider merely because the provider is licensed to provide those services.

4. The agency may require purchase-of-service providers to meet standards which are more rigorous than those contained in the state's licensing regulations.

Program Aspects of Purchase of Services

1. The written purchase-of-service contract shall specify, as a minimum:

   A. The kinds and number of clients that the provider will be expected to serve.

   B. The intake criteria and the procedures for referral of prospective clients that will be used.

   C. The services to be provided.

   D. The specific service planning and service provision responsibilities which the agency and the provider will each be expected to fulfill.

   E. The frequency and purpose of service planning review conferences, and the responsibilities of each party for initiating, planning, and recording those conferences.

   F. The policies and procedures which will be followed when the agency or a provider wishes to modify the service plan for a particular child and his family.

   G. The policies and procedures which will apply to assessment of the quality and outcomes of the services provided.

2. The contract shall specify the procedures which will be used to enforce programmatic provisions and the sanctions which may be invoked if those provisions are not followed.

Fiscal and Administrative Aspects of Purchase of Services

1. The agency shall develop fiscal policies to assure that providers are equitably paid or reimbursed for services provided. These policies shall take into consideration the various cost factors associated with the provision of different services. For example, residential treatment facilities must provide room and board, while homemaking services may have high travel costs and a low staff-client ratio. Unit of service rates established for different categories of service shall reflect these differences.

2. The agency shall establish criteria for determining allowable costs to be included in the purchase of each category of service. As a minimum, the agency shall consider the following cost centers in setting its reimbursement rates:

   A. The cost of providing room and board.

B. The cost of personal items such as clothing and allowances.

C. The cost of medical, psychological, and psychiatric services.

D. The cost of direct staff services.

E. The cost of administrative overhead.

3. As a minimum, the written contract shall include the following administrative and fiscal provisions:

A. The time period to be covered by the contract, including the effective beginning and termination dates.

B. The maximum allowable amount that can be paid during the contract period.

C. The cost per unit of service which will be paid.

D. The procedures for documenting the services provided, and the method and frequency by which payment will be made.

E. The procedures which will be used to enforce the administrative and fiscal provisions of the contract and the sanctions which may be invoked if provisions of the contract are not followed.

4. Each provider shall be required to meet the fiscal accountability standards of the responsible state agency, and shall be required to submit financial reports and bills in a timely manner as specified in the written contract.

5. The agency shall establish policies and procedures to evaluate each purchase-of-service contract. The evaluation shall include an assessment of the provider's program and financial management capability and performance, and the extent to which the agency has used the provider's services during the contract period.

X. STANDARDS DEVELOPMENT AND LICENSING

The licensing agency shall develop and enforce uniform licensing standards for agencies and individuals providing foster family services and care.

Standards Development

1. The licensing agency shall involve an advisory committee, including representatives of related service agencies, agency providers, foster parents, service consumers, and lay citizens, in its licensing standards development process. (See Standard XIII--Citizen Participation.)

2. The licensing agency shall strive toward development of licensing standards which are consistent with nationally recognized foster family services standards.

3. Licensing requirements shall be compatible with existing health, fire, and safety regulations of the state. Establishment of licensing requirements shall not mitigate the authority of localities to establish and enforce health, fire or safety standards which are more rigorous than those of the state.

4. The licensing agency shall initiate and conduct a review of its foster family licensing standards at least every five years and make revisions as needed.

Application of the Licensing Standards

1. The agency shall develop and enforce licensing policies and procedures which ensure that each applicant for a license receives equal consideration and that the application is considered solely on the basis of the applicant's ability to meet the established standards.

2. The agency shall conduct a regular and planned education program to interpret the licensing standards and policies to the community. (See Standard XII--Community Development.)

3. The agency shall publish and make available to any agency or individual which requests it a concise, easy to understand description of the requirements for licensure and the procedures which are followed in conducting a study and granting a license.

4. Each application for licensure shall be processed within three months. A written response to each applicant shall be sent by the agency, including an explanation of the reasons for the decision, whether an application is approved or denied.

5. The agency shall provide technical assistance to prospective applicants for licensure to assist them in meeting the requirements of licensure.

6. Issuance of a license to a private agency shall constitute sufficient evidence that the foster homes operated or supervised by that agency meet the standards for licensure.

7. No purchase-of-service contract or placement agreement shall be signed with any agency or individual that does not have a current and valid license to provide foster family services. Issuance of a license to provide foster family services, however, shall not be construed to mean that the agency will or must purchase service from a provider. (See Standard IX--Purchase of Services.)

8. Every applicant shall have access to a service grievance procedure to resolve disagreements with the agency about the decision with respect to licensure (See Standard II--Administration and Service Support System.)

Monitoring and Enforcement of Licensing Standards

1. Each licensed provider of foster family services shall be evaluated annually; licenses shall be renewed every two years.

2. The agency shall conduct on-site monitoring visits to each licensed agency and individual no less frequently than semi-annually.

3. Penalties for the violation of established licensing requirements by licensed agencies or individuals, including the conditions under which a license may be revoked, shall be set forth in writing and given to each licensee at the time the license is issued.

4. The licensing agency shall establish policies and procedures to ensure that licensing standards and sanctions are applied uniformly.

5. No applicant or licensee may be exempt from its responsibility to meet and maintain the state's licensing requirements, regardless of the applicant's or licensee's religious or political auspices or affiliation.

6. The licensing agency shall develop interagency agreements with other state or local public agencies to ensure that all agencies use the same or substantively similar standards to license providers of foster family services and enforce licensing standards in similar ways.

7. The agency shall establish policies and procedures to coordinate the activities of different administrative units within the agency that have licensing or related responsibilities, and shall develop interagency agreements with other state agencies which have responsibilities related to standards development and licensing.

(See Standard XI--Recruitment, Selection and Development of Foster Families).

XI. RECRUITMENT, SELECTION, AND DEVELOPMENT OF FOSTER FAMILIES

The agency shall develop and implement a system to assure that appropriate foster family homes are available to meet each child's needs and to provide opportunities for foster families to increase their skills and parenting ability so that they reach and maintain their full potential.

Classification of Services Provided by Foster Families

1. The following kinds of foster care services shall be available:

   A. Crisis or Shelter Services: Care for 30 days or less by a foster family which maintains 24-hour readiness, is equipped as needed for the ages of the children to be placed, and is capable of incorporating some of the children's own environment such as transportation to their regular schools.

   B. Short-Term Services: Care for up to three months for evaluation, planning, and intensive intervention with the child and his family; or respite or weekend care on a planned basis.

   C. Planned-Term Services: Care for a planned time during which defined goals such as a child's return home, adoption, permanent foster placement, or emancipation can be achieved.

   D. Permanent Care Services: Long-term care for children for whom adoption or return home is not feasible.

   E. Specialized Services: Care for children with special needs who require intensive services, such as children who are mentally retarded or emotionally disturbed, who have major behavioral problems, or who are physically ill or handicapped.

2. Foster families shall be available to provide the range of foster care services needed by children who require foster family care services.

3. A foster family may provide one or more kinds of foster care services.

Recruitment

A realistic and challenging year-round recruitment effort shall be put forth to develop foster homes which can provide the full range of services.

1. Recruitment shall be based on the agency's regularly assessed needs and its available resources. Consideration shall be given to the following when establishing recruitment priorities:

   A. Characteristics of children needing placement.

   B. Geographic distribution of unmet needs.

   C. New information based on validated research and practice.

   D. Socioeconomic conditions.

   E. Availability of resources sufficient to maintain the number and variety of homes needed.

2. The recruitment program shall be widely publicized throughout the community using a variety of media and other techniques. The agency shall use its present foster parents and volunteers to recruit new foster families. For example, foster parents and volunteers may be involved in the following ways:

   A. One-to-one contacts with neighbors.

   B. Speaking engagements and screening of potential foster parents.

   C. Outreach activities to solicit people with qualifications needed to provide specialized foster family care.

   D. Outreach activities to solicit minority group foster parents.

   (See Standard XII--Community Development.)

3. The recruitment program shall realistically present the abilities needed to provide care for special kinds of children, including:

   A. Adolescents.

   B. Status offenders.

   C. Infants available for adoption.

   D. Sibling groups.

   E. Children with physical disabilities.

   F. Mentally impaired children.

   G. Emotionally deprived and emotionally disturbed children.

   H. Other identifiable groups in need of services.

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4. When possible, consideration shall be given to cooperating with other agencies to recruit foster families or to sponsoring recruitment programs with other agencies.

5. The effectiveness of the recruitment program shall be evaluated by people with expertise in public relations and social services and by foster parents. Determinations of effectiveness shall be based on approval and turnover rates for recruited families and on an assessment of the extent to which the results of the recruitment program match the service needs of the agency's clients.

Screening and Follow-Up

1. The agency shall establish contact--by a telephone call, short letter of acknowledgement, or other means--with a potential foster family as quickly as possible following an initial display of interest.

2. The agency shall follow up within 30 days after an initial contact with a potential foster family. Follow-up may be on an individual basis or in group meetings and shall be aimed at helping applicants to understand the agency's eligibility criteria and study-evaluation process, and at determining the potential eligibility of applicants.

3. The screening process shall provide potential foster parents with information which is sufficient to help them decide whether or not they wish to be considered for a study, if they qualify.

4. The agency shall make a special effort to promptly follow up recruitment programs aimed at soliciting specialized foster families and minority group applicants.

5. Within 15 days following the initial screening, the agency shall decide whether or not it will continue the study of an applicant. Each applicant shall be notified of this decision verbally and in writing.

The Study-Evaluation Process

1. Purposes of the Study-Evaluation Process

The purposes of a study-evaluation process are to determine if the prospective foster family:

A. Meets the basic licensing requirements of the agency.

B. Is capable of providing for the needs of children who may be placed in their care.

C. Is capable of relating to the child's family in a helpful way and assisting the foster child in his relationship with his family.

D. Is capable of working as part of a team with agency staff and other agencies and community resources to reach the objectives set forth in the service plan.

2. Methods and Procedures for Conducting a Study-Evaluation

The agency shall establish policies and procedures to ensure that the study-evaluation process proceeds efficiently and achieves its intended purposes. For example:

A. The agency shall develop means, such as interview guides and checklists, to assure that all information needed to help a family decide if it is prepared to provide foster care and all information needed by the agency to evaluate the family's suitability is shared.

B. The agency shall make it clear that it is responsible for making the final decision regarding acceptance or non-acceptance of a family as a provider of foster family services and for decisions related to placement of individual children.

C. The agency's study-evaluation procedures shall include:

- Planned interviews between a direct service social worker and the prospective foster family; these may include group interviews.
- On-site evaluation of physical facilities.
- Written documentation, including family health records, social workers' evaluations of interviews, and workers' plans for supervision of the foster family.
- The kinds of references to be provided by the foster family to supplement information obtained through interviews and observations.

D. The agency shall ensure that the study-evaluation process is completed within 30 days if all required documentation, such as medical forms, is received in a timely manner.

3. Responsibilities of the Agency

The agency has two primary responsibilities during the study-evaluation process:

A. The agency is responsible for evaluating each family's suitability for foster parenting.

B. The agency is responsible for providing each prospective foster family with complete and accurate information about a variety of items related to the family's foster parenting roles and responsibilities.

- The goals and objectives of the foster family services program.
- The purposes and methods of the study-evaluation process.
- The special characteristics of foster family services, such as:
  - The distinction between foster parenting and parenting a birth or adoptive child.
  - The kinds of problems which may necessitate placement.
  - Varying lengths of time children may need placement.
  - The importance of continuity in providing for the needs of the child.
- The relationship of the agency to the foster family and children placed with them, such as the functions and responsibilities of social workers for services to children and their families, and of the foster family in relation to the social worker, the child, and his family.
- Agency policies and procedures, such as:
  - Discussion of the status of individual foster families, i.e., salaried, nonsalaried, or contractual, and the expectations for services provided.
  - Agency reimbursement rates and payment procedures.
  - Availability of foster parent education and training.
  - Confidentiality of information about foster children and their families.
- The legal ramifications of providing foster family services, such as:

- Distinction between foster family services and adoption.

- Legal responsibility of the agency for foster children and their families.

- Different types of custody.

- Clarification of any legal liability of foster parents for property damage, personal injury, or medical care, and the cost and availability of liability insurance.

4. Responsibilities of the Prospective Foster Family

Prospective foster families have two primary responsibilities during the study-evaluation process:

A. Prospective foster families are responsible for providing complete and accurate information needed to evaluate their suitability as foster parents, including:

. Past life experiences and patterns of relationships.

. Motivation and experiences regarding foster family service.

. Present level of family functioning, both in terms of individual members and the family as a unit.

B. Prospective foster families are responsible for carefully considering and evaluating their capacities to provide care to a foster child, including:

. The type of child they feel most qualified to help.

. How they can relate to the child's family.

. How they can deal with the child's feelings about his family.

. Their working relationship with the agency.

. Their working relationship with community resources.

The Formal Acceptance Process

I. The agency shall establish a process which formalizes acceptance or non-acceptance for service or employment. The final decision shall be communi-

cated through a personal conference with the prospective foster family within ten days following completion of the study. The following written materials shall be available during the conference:

A. Application.

B. Other forms (health, reference, etc.).

C. Summary and evaluation of interviews.

D. Summary and evaluation of conferences and decision.

E. Statement regarding basis for acceptance or non-acceptance for service.

F. A contract or agreement, to be signed by the agency and foster parents, which details the working relationships, financial plans, and rights and responsibilities of each.

G. License or certification of approval which meets the requirements of the state.

2. When applicants are not accepted, the agency shall provide them with information about any recourse they may have for appeal.

Criteria for Selection of Foster Families

I. Physical Requirements of the Foster Family

The following physical requirements shall be considered in selecting a foster family:

A. The age of an individual shall be considered only as it may affect his ability to care for a specific child. By itself, an individual's age may not be considered as a barrier to selection.

B. A written statement from a physician regarding the general health and specific illnesses or disabilities of each member of the prospective foster family shall be a routine part of the selection process. Each person present in the prospective foster home shall submit written verification that he has taken a tuberculin test and has been found free of disease; other tests may be required as indicated.

C. Physical handicaps of a member of a prospective foster family shall be evaluated to determine how the person's handicap may affect the family's ability to provide adequate care to foster children and how the person's handicap may affect a child's adjustment to the foster family. Cases shall be evaluated on an individual basis with the assistance of a medical consultant when indicated.

2. Income

The following factors related to income shall be considered when selecting a foster family:

A. The agency shall determine that the income of a prospective foster family is stable and sufficient to maintain the family and that reimbursement for a foster child's maintenance is not needed to meet family expenses.

B. The intention of a prospective foster parent to maintain employment outside the home shall not be considered as a barrier to selection. However, the agency shall consider this factor when making individual placement decisions and shall base those decisions solely on the best interests of the child. (See Standard VIII--Preplacement, Placement and Postplacement Services.)

3. Physical Requirements of the Home

The following physical requirements of the home shall be considered in selecting a foster family:

A. Physical facilities of the home shall present no hazard to the safety of a foster child.

B. Foster homes shall meet zoning and housing requirements and codes as set by the public safety department for individual family dwellings.

C. Physical standards for the home shall be set according to individual living standards for the community in which the home is located; these standards shall be sufficient to assure a degree of comfort which will provide for the well-being of the family.

D. Foster homes shall be capable of providing a foster child with privacy and a comfortable environment.

E. Each child shall have his own bed.

F. It is preferable for no more than two children to share sleeping rooms.

G. With the exception of very young children, the sharing of sleeping rooms by children of opposite sexes is undesirable, especially for foster children who may be experiencing difficulties in the development of their sexual identities, attitudes, and behavior.

H. Children other than infants shall not share sleeping quarters with adults in the household except during emergencies.

I. Individual space shall be provided for the child's personal possessions.

J. Adequate indoor and outdoor space for play activities shall be provided.

K. Foster family homes shall be accessible to schools, recreation, churches, other community facilities, and special resources, such as medical clinics, as needed.

L. If the prospective foster family has the personal characteristics that are needed, but the physical facilities are inadequate, the family shall be provided with all available assistance in meeting the above requirements, standards, and codes.

4. Family Composition

The following factors related to family composition shall be considered in selecting a foster family:

A. Two parent families shall be selected in most cases; however, single parent families shall be selected when they can effectively fulfill the needs of a particular child.

B. The presence of other children (both the foster parents' own children and foster children) and other adults (including extended family members and unrelated persons) shall be considered to determine the effect their presence may have upon a foster child. The effect that the presence of another child may have on current members of the home shall also be evaluated.

C. The number and the ages of children in a home (both the foster parents' own children and foster children) shall be considered on an individual basis, taking into account the foster family's ability to meet the needs of all children present in the home, the physical accommodations of the home, and especially the effect which an additional child would have on the family as a unit. It is preferable that:

- A foster family care for no more than two infants under two years old, including the foster parents' own children.
- A foster family not have more than a total of six children, including foster children and their own children, in the foster home. Exceptions may be made in order to keep siblings together.
- All placement decisions include an evaluation of the effect of having some children in the foster home whose parents visit them and other children whose parents do not.
- All placement decisions include an evaluation of the effects of competition which may develop when a foster child and one of the foster parents' own children are approximately the same age and have similar needs.

. A foster family provide placements for only one agency at a time unless a written agreement delineating the responsibilities of all parties involved has been worked out and signed.

5. Parenting Ability

The following factors shall be evaluated when determining the ability of a family to provide high-quality foster parenting:

A. The capacity and commitment of all foster family members to be actively involved in providing foster care, including the ability of the parents to participate in service planning conferences and foster parent training.

B. The capacity of the prospective foster parents to exercise good judgment in caring for children and to accept agency supervision.

C. The capacity of the prospective foster family to accept and encourage the child's continuing relationship with his family.

D. The capacity of the prospective foster family to feel and demonstrate genuine concern and affection for each child and to understand his total needs.

E. The capacity of the foster family to "let go" of the child when he leaves the foster home to return home, to enter an adoptive home, etc.

Periodic Reassessment of Foster Families

The foster family shall be involved in a periodic reassessment of its relationship with the agency within six months following the family's acceptance, and annually thereafter. Reassessment shall include:

A. Assessment of the agency's and foster family's experiences in developing and maximizing the family's ability to meet the needs of foster children placed in the home and in helping reach the objectives set for each child and his family.

B. A written evaluation signed by the agency representative and the foster parents with space provided for comment by foster parents; copies shall be given to the foster parents and included in the foster family record.

C. A review to determine whether the home shall continue to be a possible resource for placement, when a foster home has been licensed but no placement has been made for a six-month period.

(See Standard X--Standards Development and Licensing.)

Termination of Service of a Foster Family

The agency's procedures for termination shall include the following:

A. Compiling and reviewing the reason(s) for termination.

B. A joint conference of involved agency representatives to determine the final decision on terminating the service of a foster home.

C. A conference in which the foster family participates.

D. Written notification to the foster family regarding the reasons for this action, and its rights to appeal the decision.

(See Standard X--Standards Development and Licensing.)

Development of Foster Families

The agency shall utilize its resources to develop the capacities of foster families and to retain high-quality foster families as resources for children and their families in need of foster family services.

I. Payments for Maintenance of Each Foster Child

A. The agency and a representative group of foster parents shall work jointly to develop an adequate payment system and to review and recommend changes in the payment system annually.

B. The agency shall fully reimburse foster families for maintaining a child by using a standard cost basis capable of reflecting price changes, e.g., the Consumer Price Index adjusted to account for variations in different states' costs of living.

C. The agency's reimbursement system shall cover the cost of a child's:

- Food, including school lunches and special diet when indicated.
- Clothing, initial and at regular intervals.
- Allowance to promote good money management habits and funds for personal incidental needs.
- Medical, psychiatric, psychological, dental, orthodontic, and optical expenses, when not provided through Medicaid or through other departments.

- School supplies and special school expenses, such as class trips and graduation expenses.
- Recreation and talent needs.
- Necessary travel expenses such as for medical care, attendance at special classes, etc.

D. The agency's reimbursement system shall provide for differential payments based upon the age of the child, the special needs of the child, and the kinds of specialized care provided by the foster home, such as crisis or shelter services.

2. Foster Parent Education and Training

The agency shall provide orientation and ongoing sequential group education for foster parents under the direction of a staff development specialist.

A. The agency shall provide each newly selected foster family with at least six hours of orientation and training before any child is placed in their home.

B. The agency shall maintain an attendance record for all educational meetings.

C. Foster parents shall receive certificates to recognize their completion of educational programs.

D. An advisory committee composed of foster parents, social workers, and a staff development specialist shall meet regularly to review and revise ongoing foster parent education programs.

E. The agency shall use experienced foster parents to lead discussions as appropriate.

F. Participation in a specific training program may be considered optional, but foster parents shall be mandated to participate in at least 12 hours of training annually. Participation may be in agency-sponsored programs or in other community adult education programs if the family's worker concurs with the choice of a training program.

G. The meeting time and place for agency training programs shall be convenient for foster parents.

H. Transportation and baby-sitting costs shall be reimbursed to increase participation in the programs.

3. Foster Parents' Associations

A. The agency shall encourage the formation of an active and independent foster parents' association.

B. It is preferable for the foster parents' association to obtain funding for its activities from a resource other than the operating agency. The agency shall provide funds and staff to assist foster parents in establishing and maintaining an association if other resources cannot be obtained.

C. The agency should provide liaison support to foster parent organizations:

- To help identify available resources for organizational activities and objectives.
- To facilitate joint staff-foster parent review of practices and policies of the foster family services program.

D. The agency shall help to defray expenses so that selected foster parents and staff representatives may attend national or regional conferences for foster parents, and other conferences, institutes, and seminars.

E. Representatives of the foster parents' association shall be included in appropriate professional and community meetings as members of the agency's service delivery team.

F. Representatives of the foster parents' association shall be included, as appropriate, in program and budget presentations before boards, state legislatures, and other policy-making and governing bodies. (See Standard II--Administration and Service Support System.)

G. Representatives of the foster parents' association shall work with agency staff to improve education for foster parenting.

4. Agency Support to Foster Parents

A. The agency shall provide support to foster families on behalf of the children in their care. The case manager shall regularly consult with the foster family about the adjustment of the children and shall maintain accountability for services as required by the service plan. (See Standard VIII--Preplacement, Placement, and Postplacement Services.)

B. Frequent contacts--at least one a month--shall be provided during the first three months following placement of a new child in the home in order to develop a productive working relationship and enhance the life of the child. Contact thereafter shall be based on need but shall occur no less frequently than once every three months.

C. The foster family record shall include:

- The application for licensure and all forms and materials gathered during the study-evaluation and acceptance processes.

- The name of each child placed and removed from the home, and the dates of placement and removal for each.

- A brief summary of the initial evaluation of each child and goals to be reached.

- The results of each periodic evaluation of the family's foster parenting abilities, quality of team work, relationship with children's families, and dates and summary of conferences held with the foster family.

D. The foster parents shall be informed of plans for permanent placement of the child as soon as they are known. (See Standard VIII--Preplacement, Placement, and Postplacement Services.)

E. The agency shall work with the foster family to ascertain whether the child's physical and emotional needs are being met, offer support and assistance in problematic situations, secure necessary resources, and evaluate future needs for planning purposes.

F. The agency shall assist the foster family in preparing for and participating in regular conferences related to the service plan, and shall encourage the foster family to keep notes which will form a basis for discussion.

G. The foster family shall be provided with and shall retain information which it may need for the child in the home, such as authorization to obtain medical care and identification cards. In addition, the foster family shall retain records and mementos which can follow the child when he leaves the home, e.g., report cards, artwork, photographs, awards, and immunization records.

H. Conferences should include discussion of the child's adjustment to the family, including:

- The foster family's observations, opinions, and feelings about the child.

- The foster family's success or difficulties in coping with problems related to foster care.

- Plans for the future.

- Visiting between the child and his family.

- The child's feelings about the foster family, his biological or legal family, direct services, the social worker and the placement.
- The child's adjustment in other areas such as school, neighborhood, and peer groups.
- The use of community resources, especially school, health and recreational facilities.
- The foster family's and child's reaction to treatment for emotional and medical problems, etc.

XII. COMMUNITY DEVELOPMENT

The agency shall plan and implement a community development program to inform the public about the needs of foster family services clients, and about the organization of the agency and the kinds of agency services available. The agency shall encourage citizens to act as advocates on behalf of the children and families served by the agency.

Community Education

1. The agency shall publish and distribute reports and pamphlets, including an annual report about the agency's activities and accomplishments, to educate the community about agency programs. These materials shall highlight the needs of foster children and their families and describe the resources available to meet those needs.

2. The format and content of community education materials and the dissemination methods used by the agency shall be planned to reach specific interest groups and to encourage the involvement of the community in the agency's programs.

3. Liaison relationships with representatives of the press, television, radio, and other media outlets shall be established to encourage dissemination of general interest articles and programs about the agency and its clients; special articles and programs about unique aspects of the agency's foster family services program; foster home recruitment information; and human interest articles and programs to highlight the viewpoints of foster children, their families, and foster families.

Advocacy

1. The agency shall develop procedures to alert the community to the need for specific services and resources, such as:

   A. Community services and resources for children and families.

   B. Accessible neighborhood services.

   C. Coordination among community agencies to strengthen services to families-at-risk and increase the ability of those families to keep their children at home.

   D. Legislation to promote and safeguard the welfare and rights of children and their families, and establish and enforce standards for services to them, including licensing standards. (See Standard X--Standards Development and Licensing.)

E. Community action to ameliorate economic and social conditions which might otherwise contribute to family disorganization and the placement of children.

2. Through its appointments to agency advisory groups, its needs assessment and planning processes, community education efforts, and other means, the agency shall encourage citizens from all sectors of the community, including minority group members, clients, foster parents, and members of special interest groups, to participate actively in the agency's planning and operating activities. (See Standard XIII--Citizen Participation.)

XIII. CITIZEN PARTICIPATION

The agency shall select a cross-section of citizens, including consumers of foster family services, foster parents, and representatives of private agencies and voluntary organizations, to participate on its advisory committee. The agency shall provide for the use of volunteers through the implementation of a structured volunteer program.

The Advisory Committee

1. Qualifications for Advisory Committee Members

   A. Members shall have a demonstrated interest in and concern for children in foster family care and their families.

   B. Members shall have the ability to contribute to problem resolution and sufficient time to carry out the responsibilities of a committee member.

2. Advisory Committee Responsibilities

The advisory committee shall have the following responsibilities:

A. To use these standards as a guide to develop recommendations with respect to:

- Organizational structure and administration of the agency.
- Agency policies and procedures.
- Program development plans.
- Budget plans and program objectives.

B. To participate in a comprehensive needs assessment and foster family services system review process. (See Standard III--Planning and Review of the Foster Family Services System.)

C. To participate in general interest and other targeted community education and interpretation programs. (See Standard XII--Community Development and Standard XI--Recruitment, Selection, and Development of Foster Families.)

D. To participate in presentation of budget plans to legislative bodies.

E. To serve as a vehicle for community feedback to the agency.

F. To plan for coordination of effort between the advisory committee and other citizen committees and related public and private agencies or organizations.

3. Agency Support for the Advisory Committee

A. The agency shall provide the quality and quantity of on-going staff support, funding, and other supportive services needed to assist the advisory committee in carrying out its responsibilities.

B. The chief executive officer of the agency shall meet with the advisory committee at least quarterly to discuss the committee's activities and respond to its recommendations.

The Volunteer Program

1. In-House or Community-Based Volunteer Program

A. The agency shall provide for the availability and use of volunteers through the establishment of an identifiable in-house volunteer program or through arrangement with an existing community-based volunteer program such as a Volunteer Bureau or a Retired Senior Volunteer Program.

B. The agency shall develop and implement its volunteer program or its agreement with a community-based volunteer program according to the policies and procedures outlined in this standard.

C. Regardless of the auspices under which the volunteer program operates, the agency shall provide a director and the number of staff needed at all levels of the organization to administer, coordinate, and supervise the volunteer program.

2. Recruitment of Volunteers

A. The agency shall recruit volunteers for its foster family services program based on the results of a comprehensive needs assessment. (See Standard III--Planning and Review of the Foster Family Services System.)

B. A recruitment program shall be instituted only after adequate internal planning has been completed to ensure that foster family services staff are prepared to utilize volunteers appropriately and effectively. Preparatory training for staff prior to recruitment of volunteers shall include the following topics:

- Role of the volunteer and staff-volunteer relations.
- Volunteer supervision.

- Methods for volunteer development.

C. The director of the volunteer program shall be responsible for volunteer recruitment, and should use a variety of means, including personal contacts and news media publicity, to attract a sufficient number of volunteers with a range of skills and interests.

3. Development of Volunteers

A. Procedures shall be established by the agency to screen and appropriately place volunteers. These shall include:

- The formal application process.
- A screening interview.
- A volunteer-position matching process which considers each volunteer's skills and interests and agency needs.

B. A job description shall be developed for each volunteer position. Each volunteer shall sign a work agreement which is also signed by an agency representative.

C. The agency shall provide each volunteer with an orientation and with the following materials:

- An identification card.
- A handbook with basic information about the agency, the foster family services program and the volunteer reporting system.
- Information on reimbursement of costs incurred as a volunteer, when appropriate. The agency should also provide liability protection and information about tax deductions for volunteers.
- Information about the need to maintain the confidentiality of all information about clients and foster families. Volunteers should clearly understand that breach of the agency's confidentiality policies would result in the volunteer's services being terminated.

D. The agency shall provide training for volunteers to enable them to perform their jobs, including:

- Periodic group meetings for in-service training, exchange of experiences, and solicitation of feedback about the agency and its foster family services program.

- Regular contact with their supervisors.
- Dissemination of guide materials, policy interpretations and other relevant information.

E. The agency shall provide office space, equipment and materials needed by the volunteers to complete their assigned tasks.

F. The agency shall recognize the need of volunteers to be involved in more complex and challenging activities as their experience and skill increase. The agency's system for regularly assessing the performance of individual volunteers and establishing individual performance objectives should address that need.

G. The agency shall provide opportunities to formally and publicly recognize the contributions made by volunteers. Awards, social events, and the like, may be used to accomplish this objective.

4. Review and Assessment of the Volunteer Program

An assessment of the volunteer program's benefits, problems and results shall be conducted annually with input from the volunteers, staff and clients. Results of this assessment shall be used in setting the volunteer program's goals and objectives for the subsequent year.

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XIV. PROGRAM MANUAL AND GUIDE MATERIALS

The agency shall publish and distribute program manual and guide materials about the foster family services system for use by staff and volunteers, foster families, and foster children and their families.

Program Manual and Guide Materials Development

1. **The agency shall employ staff with professional training and experience in technical writing and editing to prepare program manual and guide materials.**

2. **The agency shall develop policies and procedures to assure that all proposed program manual and guide materials are reviewed and commented upon prior to final preparation of the text. Reviewers shall include individuals qualified to judge the quality and adequacy of the materials, such as a cross-section of staff from various levels within the agency, foster parents, foster children and their families.**

3. **The agency shall encourage all staff, volunteers, foster parents, and so on, to propose new or revised program manual and guide materials by establishing a designated channel through which their suggestions may be submitted and responded to.**

Program Manual and Guide Materials: Format and Content

1. The agency shall select a standardized format for its program manual and guide materials which is easily read and amenable to quick and easy revision.

2. The content of program manual and guide materials shall be adapted to meet the unique needs of each user group, such as staff and parents of foster children. As a minimum, materials shall provide each group with the following kinds of information:

   A. The agency's philosophy and goals.

   B. Each group's rights and responsibilities and the agency's general expectations for each group.

   C. The agency's policies and procedures.

   D. The agency's administrative structure and decision-making policies.

E. The agency's recordkeeping requirements, including facsimiles of required forms, with instructions.

F. Special information applicable to each particular user group and appropriate "how to" instructions. For example:

- Reimbursement policies and payment procedures for foster family homes.
- Guidelines for fees to be paid by biological parents.

Utilization of Program Manual and Guide Materials

1. The agency shall provide each staff member, volunteer, foster family, and client who is providing or receiving foster family services with appropriate program manual and guide materials.

2. Training in the content and use of program manual and guide materials shall be part of the agency's staff development program.

Revisions to Program Manual and Guide Materials

1. Program manual and guide materials shall be revised as frequently as necessary to reflect statutory changes and changes in agency policies and procedures.

2. The agency shall develop a distribution control and update system to assure that revisions to program manual and guide materials are prepared in a timely manner and distributed within two weeks following publication.

3. Program manual and guide materials shall be reviewed in their entirety at least every three years and revisions made as needed.

XV. INFORMATION SYSTEMS AND CASE RECORDING

The agency shall develop and implement the following:

- A case recording system to ensure that necessary information about the child and his family, the services provided, and the outcomes of service is maintained and is of the quality needed to support the service planning, service delivery, foster family services system review and management functions of the agency.

- A computerized data storage and retrieval system that is compatible with and complementary to the agency's case recording system and capable of fulfilling all federal reporting requirements.

- A system of safeguards to ensure the confidentiality of all information kept about each individual involved in the service planning and service delivery process, regardless of the form in which the information is maintained.

Case Record System

1. Purpose of Maintaining Case Records

The agency shall maintain case records which are sufficiently detailed, well-written, and organized to serve the following purposes:

A. Service planning and case management.

B. Documentation of services provided.

C. Assessment of client changes and assessment of circumstantial changes which may affect the service delivery process.

D. Provision of information to former clients of the agency, e.g., children placed in adoptive homes.

2. Content of the Case Record

The agency shall ensure that complete and up-to-date case records are maintained about each child and his family receiving foster family services. These records shall contain the following kinds of information:

A. Detailed, objective descriptions of selected situations which may be particularly relevant to preparation of court testimony or reports on a case, or especially useful for training purposes.

B. Concise, relevant summary recording of services provided.

C. Current and periodic evaluations of the strengths and limitations of the child and his family.

D. The service plan for the child and his family, with updated, time-limited objectives for service, services provided and service outcomes (updated at least semi-annually). (See Standard VII--Service Planning and Case Review.)

E. Reports of case conferences, consultations, etc.

F. Observations, findings, and other relevant material provided by the foster family. Such material must be reflected in the child's evaluation and service plan.

G. Medical, psychiatric, psychological, and other reports.

H. Financial agreements and arrangements, and documentation of financial eligibility for services, if appropriate.

I. Current fact sheet materials and statistics; e.g., birth verifications, social security numbers, medicaid numbers, and names and addresses of family members.

J. Voluntary placement agreements or court orders for foster care placement and, when applicable, court orders or voluntary relinquishments for adoption.

K. The final evaluation of the strengths and limitations of the child and his family shall be completed and recorded within one month after termination of the case and shall include documentation of adjustment following termination of services.

3. Staff Training Related to Recording

In-service training shall be provided for staff in regard to case recording, including innovative techniques. Selected case records shall be used as a teaching tool, when appropriate. The importance of maintaining high-quality client records, whether in the case record or in a computerized data system, shall be stressed.

4. Permanent Foster Care Case Records

When permanent foster care is the plan for a child, the agency shall develop policies to ensure that appropriate records are maintained and reviewed regularly to assess the appropriateness of that plan. (See Standard VII--Service Planning and Case Review.)

Computerized Data System

An automated data storage and retrieval system shall be developed and utilized by the agency to collect, analyze and feed back data relating to foster family services. The agency shall compile monthly and annual reports and statistics based on the data.

1. Uses of Computerized Data

The data shall be analyzed and used to:

A. Provide direct services staff and their supervisors with data needed for case management purposes.

B. Provide agency administrators with information about the extent to which particular services have been used and the costs of various service delivery activities.

C. Provide information to agency administrators and the community about the foster family services program and the characteristics of the program's clients.

D. Identify needs for progressive changes in agency policies and procedures.

E. Identify cases which are subject to a case review.

F. Identify needs for research.

G. Estimate the need for additional or different resources.

H. Fulfill federal reporting requirements.

2. Computerized Outputs

Statistical analyses shall include:

A. The number of families requesting service.

B. The number of families referred for services or committed by the court.

C. The number and characteristics, including age, sex, reason for placement, and outcomes of service, of the children served by the agency and its purchase of service providers.

D. The number of placements and replacements.

E. The length of time a child is in foster family care in relation to the planned objectives.

F. The total number of foster homes, resources, etc., utilized.

G. The average number of children in each foster home.

H. Turnover of staff and foster parents, with reasons for termination and lengths of service.

I. Average workload per worker.

J. The kinds and quantity of service provided to clients, by type of problem(s) presented and outcomes.

K. Costs per unit of service.

L. Maintenance costs, by type of placement.

3. Dissemination of Data

The agency shall publish relevant foster family service statistics on a monthly basis and cumulatively on an annual basis. Special outputs shall be available upon request.

Access to Computerized Data and Case Records

1. The agency shall identify the conditions under which individuals shall have access to information which is retained by the agency about them. The agency shall provide individuals with an opportunity to correct inaccurate data and insert explanatory information.

2. The agency shall develop a policy with regard to the purging of client-related information from the case record and the computerized data system. This policy shall take into account, as a minimum, the following factors:

   A. Federal regulations with respect to maintenance of certain client-related records to support agency claims for federal reimbursement.

   B. The agency's potential future need for certain records.

   C. The potential needs of former clients who may return to the agency to gather information, e.g., children placed in adoptive homes.

GLOSSARY AND USAGE GUIDE

The definitions supplied below are intended to clarify the meaning of various terms as they are used in the Standards. These definitions may or may not coincide with those used in other contexts.

Age of Majority. The age (now usually 18) at which a person is legally considered to be an adult.

Case Manager. The direct service worker who has the responsibility for coordinating all services delivered to a child and his family. The case manager may or may not provide all of these services directly, but must ensure that the services needed to accomplish the objectives of the service plan are made available through direct provision, referral, or purchase.

Child (Minor). An individual from birth to the legal age of majority or legal emancipation.

Director of the Foster Family Services Program. The person who, regardless of actual title within a particular administrative structure, has line (operational) responsibility for the delivery of foster family services by the operating agency.

Legal Guardian. A person or agency designated by a court of competent jurisdiction to care for a child. The legal guardian may or may not have physical custody of the child. Specific enumeration of the powers and duties of a legal guardian may vary from state to state.

Licensing Agency. The single state agency which, as a minimum, has statutory responsibility and authority for establishing the state's licensing requirements for foster family services providers. The licensing agency may also have the responsibility for applying the standards, for issuance of licenses, and for monitoring compliance with the licensing requirements. Depending upon a state's organizational structure, the responsible state agency or the operating agency (or agencies) may perform the actual licensure of foster care providers. The licensing agency may also be synonymous with the responsible state agency (see responsible state agency and operating agency).

Licensing Requirement. As used in these standards, a licensing requirement is any provision of state law or regulation which must be met in order for an individual or private agency to be licensed as a provider of foster family services or care.

Operating Agency. This term has been adopted for use in the standards to denote the public state or local human services agency (or agencies) which has statutory responsibility for operating the foster family services program, including the responsibility for direct provision of services, placement of children, and arrangements for purchase of services. As noted in the introduction, the operating agency may also, in the nomenclature adopted for the standards, be responsible for other functions associated with the foster family services program. (See responsible state agency and licensing agency.)

Parent. A person exercising the functions of a father or a mother, including a biological parent and an adoptive parent.

Private agency. Any non-public agency which provides foster care services, regardless of the corporate status or auspices under which it operates--non-profit or proprietary, religious or secular, etc.

Responsible State Agency. As used in these standards, this term refers to the single state agency with statutory responsibility for establishing program standards by which the foster family services program must operate. Depending upon the organizational structure of the state's human services system, the responsible state agency may also operate the foster family services program. As a minimum, the responsible state agency supervises the public foster family services program and ensures that the operating agency (or agencies) administers the program in conformity with the established program standards. (See operating agency.)

Service Plan Agreement. A written document which specifies the behavioral objectives of service and describes, in concrete terms, the actions that will be taken within established time frames to facilitate accomplishment of the objectives. The agreement is signed by all those involved in the service planning process, as appropriate, including the worker, the child, the family, and the foster parents. The agreement constitutes a non-legally binding commitment to pursue mutually agreed-upon goals.

Standard. As used in this document this term denotes "an acknowledged measure of comparison for quantitive or qualitative value; criterion; norm." (The American Heritage Dictionary of the English Language, New College Edition. American Heritage Publishing Co., New York. 1969, p. 1256).

Suitable Permanent Plan. A plan for the care and nurture of a child which is designed to ensure that the child has continuity of parenting and a sense of psychological permanence and security.

CROSS REFERENCE GUIDE

Many of the topics discussed in the standards touch on several aspects of the foster family services system, so there is some overlap among the materials. Although the standards have been organized to highlight specific topics in a single standard, there are instances in which a topic is mentioned in several standards. This guide is provided to point out where a reader can locate related materials about a specific topic throughout the standards. The charts which follow on this and the next two pages direct the reader to related materials.

Topic Area	Primary Source	Related Source
Assessment of Management System	Standard II--Administration and Service Support System	Standard III--Planning and Review of the Foster Family Services System (Management Studies)
Needs Assessment	Standard III--Planning and Review of the Foster Family Services System	Standard II--Administration and Service Support System (Budget Development Process)
Staff Development	Standard II--Administration and Service Support System	Standard IV--Staff (Administrative Staff)
Data Processing	Standard XV--Case Records and Information Systems	Standard II--Administration and Service Support System (Administrative Support Services)
Staff Commitment to Prevention	Standard IV--Staff	Standard V--Prevention of Placement (Agency Policies)
Funds for Preventive Services	Standard V--Prevention of Placement	Standard II--Administration and Service Support System (Budget)

CROSS REFERENCE GUIDE (Continued)

Topic Area	Primary Source	Related Source
Citizen Participation	Standard XIII--Citizen Participation	Standard XII--Community Development; Standard VII--Service Planning and Case Review (Case Review)
Visitation Between Child and Family	Standard VI--Rights of Foster Children, Their Families, and Foster Parents	Standard VII--Service Planning and Case Review (Service Planning); Standard VIII--Preplacement, Placement and Postplacement Services
Service Planning, Involvement of Child and Family in Plans	Standard VII--Service Planning and Case Review	Standard VI--Rights of Foster Children, Their Parents, and Foster Parents; Standard VIII--Preplacement, Placement, and Postplacement Services
Responsibility to Provide Planned Services	Standard VII--Service Planning and Case Review	Standard VIII--Preplacement, Placement, and Postplacement Services; Standard IX--Purchase of Services
Purchase of Services, Guidelines for Decision Making	Standard IX--Purchase of Services	Standard III--Planning and Review of the Foster Family Services System
Community Education	Standard XII--Community Development	Standard X--Standards Development and Licensing

CROSS REFERENCE GUIDE (Continued)

Topic Area	Primary Source	Related Source
Service Grievance Procedures	Standard II--Administration and Service Support System	Standard X--Standards Development and Licensing; Standard VI--Rights of Foster Children, Their Parents, and Foster Parents; Standard VIII--Preplacement, Placement, and Postplacement Services; Standard XI--Recruitment, Selection, and Development of Foster Families
Recruitment Outreach	Standard XI--Recruitment, Selection, and Development of Foster Families	Standard XII--Community Development
Criteria for Selecting Foster Families; Licensing	Standard XI--Recruitment, Selection, and Development of Foster Families	Standard X--Standards Development and Licensing
Permanency Plans; Foster Parents' Involvement in Plans	Standard XI--Recruitment, Selection, and Development of Foster Families	Standard VIII--Preplacement, Placement, and Postplacement Services
Use of Volunteers	Standard XIII--Citizen Participation	Standard III--Planning and Review of the Foster Family Services System